

**Arizona State Employees Charitable Campaign Policy**  
**Authorized by Executive Order No. 2005-20**

**I. Purpose**

State of Arizona employees share the same feelings of civic responsibility as their non-governmental neighbors and deserve the same opportunity to discharge that responsibility through a convenient and impartial system of designated charitable giving. The State encourages this charitable sentiment by providing the opportunity for employees to support direct health and human service, environmental and historical preservation charities through voluntary payroll deductions, cash, check or credit card donations.

This SECC policy will provide the State of Arizona government with a cost effective and impartial procedure for charitable solicitation by ensuring the accountability to participants of the funds so raised while minimizing disruption in the workplace and administrative cost to taxpayers by allowing a statewide charitable giving campaign.

The following policies and procedures will guide the State Employees Charitable Campaign:

**II. Definitions**

- A. State Employees Charitable Campaign** - The fund raising program established by the Governor and pursuant to Executive Order No. 2005-20 and comprised of direct health and human service, environmental and historical preservation charities, which apply on a yearly basis and meet the eligibility requirements established herein.
- B. State Employee** - Any employee subject to the provisions of this policy and the State payroll system with the sole exemption of State university employees. For purposes of the State Employee Charitable Campaign Policy, wards of the State would be considered to be employees of the State for participation in the campaign.
- C. Retired Employee** - A retired State employee who is participating in any State retirement plan.
- D. Health and Human Service Charity** - Any charity which falls within the meaning of 26 CFR 1.501(c)(3), which is eligible to receive tax deduction contributions under 26 USC 170, and which actively conducts direct and immediate health or human service programs.
- E. Environmental Service Charity** – Any charity which falls within the meaning of 26 CFR 1.501(c)(3), which is eligible to receive tax deduction contributions under 26 USC 170, and which actively engages in environmental services that protect and enhance public health and environment.
- F. Historical Preservation Service Charity** – Any charity which falls within the meaning of 26 CFR 1.501(c)(3), which is eligible to receive tax deduction contributions under 26 USC 170, and which actively engages in historical protection, enhancement, restoration, preservation or conservation.
- G. Department of Administration, Director (Director)** - The Director of the Arizona Department of Administration, appointed by the Governor, and pursuant to Executive Order 2005-20, serves as the campaign Co-Chairman. As indicated by the law, the Director

develops and implements the administrative policy structure of the SECC, including the roles and responsibilities of the State and any other interested parties. The primary functions are: 1) chairing the Executive Policy Committee to ensure policy development and interpretation; 2) supervising the Executive Director to ensure campaign goals are met; and 3) encouraging top-level State commitment to the annual campaign.

- H. Chairman** - The Governor of Arizona or the person, in the State government environment, appointed by the Governor to chair the annual State Employees Charitable Campaign. The primary responsibilities are: 1) overseeing the State Employees Charitable Campaign through the Director and the Executive Policy Committee; and 2) assuming all other responsibilities associated with the chairmanship of a non-profit fundraising campaign.
- I. Executive Director (ED)** – The ED is a State employee appointed by the Director, compensated by the employee’s agency, who oversees the implementation of the SECC. The primary function is to coordinate with the Regional Coordinators and Steering Committee and to act as a liaison to all Agency Coordinators and the Executive Policy Committee. The ED is also responsible for communicating with and maintaining corporate sponsorship relationships.
- J. Executive Policy Committee (EPC)** - The Executive Policy Committee (EPC), is comprised of Agency Directors from ADOA, ADOR, ADOT, AHCCCS, ADEQ, DPS, ADHS, ADJC, ADES, ADC, Game & Fish, Agriculture, ROC, ADOA General Counsel, Executive Director, State Campaign Finance Manager, the Chairman or the Chairman’s designee and representatives from one small agency (AZ State Fair), one medium agency (AZ Lottery) and additional agency(s) as determined by the Chairman. The primary responsibilities are: 1) policy development and interpretation; 2) appoint SECC Steering Committee Representative(s) and/or SECC Agency Coordinator(s) for each annual campaign; 3) review ED selection and (4) Review of non-profit charities applying for SECC participation.
- K. Regional Coordinators (RC)** - Regional Coordinators (RC) are appointed by the Director to oversee the implementation of the SECC in their respective regions. RCs report directly to the ED, Steering Committee, and the State Finance Manager.
- L. State Finance Manager (FM)** - A State employee, appointed by the Director, whose primary functions are: 1) assisting in management of the overall campaign in coordination with the ED, (2) coordinating with the Fiscal Agent, and (3) oversight of SECC financial procedures and accounting practices.
- M. Steering Committee (SC)** - A committee that includes representatives appointed by EPC agency directors and other agency directors. The primary function is to provide input and perspective in the direction of the SECC. The SC shall also take the leadership role in managing the subcommittees of the SECC and approve and execute the SECC campaign plan. The SC will have authority to place votes on recommendations that will be sent to the Executive Policy Committee for final approval.
- N. State Fiscal Agent (FA)** - The entity that serves as the central receipt and distribution point for all contributions. At the direction of appointed SECC representatives, this entity processes deposits and disbursements from the campaign operation fund. In addition, they prepare regular and routine financial reports and audits. This entity is selected by the EPC

on the basis of its capacity to carry out these responsibilities. This organization is chosen through a Request For Proposal according to the guidelines of the State of Arizona Procurement Office.

- O. Loaned Executive (LEs)** – One or more individuals, who may be from the private sector, existing upper-level State positions or retired State employees, who assist in the operation of the campaign. The use of LEs is the sole discretion of the Director at the suggestion of the ED and the FM.
- P. Operation Fund** - The fund established to implement the annual campaign and as further defined in Part III, Section L.

### III. Campaign Guidelines

- A.** State of Arizona employees govern the SECC. Campaign leadership, decision making, financial decisions and solicitations are made by State employees. Participation is voluntary and contributions are designated to the federations and charities selected by the employees. All information concerning the SECC, including financial reports, meeting minutes and campaign policies and procedures are open and accessible upon written request submitted to the ED.

- B.** Voluntary payroll deduction is the preferred method of charitable giving. Employees who desire to contribute through the SECC to a designated eligible charity will be advised of their option to do so via payroll deduction or one-time cash, credit card or check contribution.

- C.** It is the policy of the State of Arizona to permit sufficient time during the work day to allow State employees to reasonably participate in and solicit for the SECC.

Each State agency director will designate one or more agency coordinator(s) to run their agency's campaign.

- D.** The formal solicitation period for the SECC shall be any period between July 1 and December 31. The length of the SECC solicitation period shall be three to eight weeks as deemed by the EPC and ED. Select pilot campaigns described to be "pacesetter" campaigns may be selected and begin approximately two to four weeks prior to the formal solicitation period.

Participating State agencies of the SECC may engage in promotional activities related to fundraising throughout the entire year.

- E.** All special events involving charitable fundraising must be initiated by State employees and must be identified as official SECC functions. All SECC special events shall be approved by the ED prior to the scheduled event date. If the proceeds of a special event are to be designated to a specific charity, the charity shall also be identified on the event materials. Special event proceeds shall be identified as net or gross.

- 1.** For Special Events sponsored by the FA, the FA shall authorize the use of its 501c3 number prior to any special event. For special events authorized by the FA, as documented by the ED, all special event material must include the following statement: "This event is being held in conjunction with the State fiscal agent, a 501(c)(3) charitable organization."

2. For Special Events approved by the ED that are not authorized for association by the FA, corporate sponsors shall make a donation to the State on behalf of the SECC. Corporate sponsors will be issued a letter from the State's General Accounting Office. The SECC Office will issue sponsorship money to the specified agency for event use, upon approval. For special events authorized by the ED, and not in conjunction with the FA, the ED shall ensure all special event material includes the following statement: "This event is being held solely in conjunction with the State of Arizona, State Employee Charitable Campaign."
  3. Under no circumstances, shall any state employee authorize the use of the FA's federal tax identification number, logo, or name on any document or during any transaction, without prior express approval in writing from the ED and/or FA.
- F.** Solicitations shall use accepted methods and reserve individual rights of disclosure. True voluntary giving is the philosophy of the SECC. There will be no coercive activities in the SECC. The following actions are not consistent with the intent of the SECC fundraising policy:
1. Supervised solicitation
  2. Mandating 100% participation
  3. Mandating individual employee dollar goals and quotas
  4. Disclosure of contributor or non-contributor lists
- G.** The Executive Director, with input from the Steering Committee, shall recommend each year's overall campaign goals to the Executive Policy Committee. Factors to be considered are the: past giving history; number of employees; State economic condition; any other factor that will contribute to the ability to raise funds. The objective should be to set goals that will inspire an enthusiastic and purposeful campaign.
- H.** Options for levels of giving and acknowledgement of contributions may be used.
- I.** Solicitations by participating independent charities, federations or their member charities are by invitation of the State agency director or their designee. State agencies are encouraged to vary their invitations among participating charities in order to educate their employees about community needs.
- J.** A minimum contribution amount may be established for payroll deductions for the purpose of cost efficiency.
- K.** In the event that a participating independent charity, federation or their member charity fails to adhere to the established SECC policy, eligibility may be withdrawn by the SECC by electronic and/or written notification. The federation or charity may appeal in writing within ten (10) business days of notification. The Director will render a final decision on the appeal.
- L.** An amount not to exceed 10% of the total dollars raised in the prior year's campaign will be deposited into the SECC authorized bank account for the sole purpose of administrative operations of the next annual campaign.
- M.** The SECC will own the account and be the sole signatory on the account. No funds will be authorized without the name of the requestor and an authorized SECC signature, other than the requestor. The authorized signatories are 1) the Campaign Chairperson or Co-

Chairperson, 2) the Executive Director, and 3) the State Finance Manager. No other signatures will be considered valid. The Fiscal Agent may monitor the account. The Fiscal Agent may not use any of the funds without authorization from the aforementioned SECC signatories.

- N. A written contract shall be established between the SECC and a Fiscal Agent. The organization is chosen through a Request For Proposal according to the guidelines of the State of Arizona Procurement Office. This contract shall be reviewed annually and may be renewed.
- O. The Fiscal Agent will be responsible for monthly reports on all accounts associated with the SECC; weekly reports during the campaign; and a yearly SECC audit.
- P. If there is any remaining unspent operating money, the SECC Executive Policy Committee shall meet at least once a year to determine one to two charities that will be selected to receive any unspent SECC operating monies. The EPC should consider donation patterns as a guideline for selection. The EPC shall vote on requirements and/or limitations to which the selected charity or charities must adhere.
- Q. The SECC EPC shall meet at least once a year to determine one or more charities that will be selected to receive the employee donations and any special events marked as undesignated. The EPC should consider donation patterns as a guideline for selection. The EPC shall vote on requirements and/or limitations to which the selected charity or charities must adhere. Employees will be highly encouraged to designate a charity to receive the donations.
- R. The EPC and Steering Committee members shall disclose conflicts or any potential conflicts of interest relating to the SECC or participating charities. If an EPC or Steering Committee member is serving on a participating charity's board, or otherwise has a conflict or interest with the SECC or the participating charities, he/she shall declare such conflict or interest, and refrain from voting or advocating in the interest of the charities with the ED, EPC or Steering Committee on related matters or votes.
- S. Agency Directors may authorize the following categories of persons to make SECC donations outside of the formal solicitation period (i.e., July 1 to December 31) or the specific solicitation period determined by the EPC and the ED pursuant to paragraph D of this section:
  - 1. Employees hired prior to or after the specific solicitation period;
  - 2. Employees who, for whatever reason, were unable to participate during the specific solicitation period.

Employees offered an opportunity to make an SECC contribution outside the specific solicitation period may not have all the options available to persons contributing during the specific solicitation period (e.g., designating individual charities as part of the payroll deduction process) due to system limitations.

#### **IV. Eligibility Requirements for Federations and Independent Member Charities**

### **A. Purpose**

Each independent charity or federation applicant must certify that it meets the requirements of this section. Federations must also certify that each of its member charity applicants meet the requirements of this section.

The eligibility requirements are established to ensure that:

1. Only authorized, responsible and worthy voluntary charities and federations that meet the eligibility criteria as delineated in section IV.C1 are permitted to receive funds from the SECC.
2. The funds contributed by State employees will be used for the announced purposes in its application of the independent charities, federation or their member charities.
3. No organizations fostering discrimination policies shall be allowed in the SECC.

### **B. General Requirements**

1. Only non-profit, tax exempt, charitable organizations supported through voluntary contributions from the general public, who are primarily providing direct health and human services, environmental services and/or historical preservation services are eligible for inclusion in the SECC. The organization shall provide documentation of its status with the Internal Revenue Service upon application to the SECC.
2. Only voluntary charities having a high degree of integrity and responsibility in the conduct of their affairs shall be approved.
3. With the exception of grouped organizations providing only direct health and human services, consortiums of charitable organizations and similar associations shall not be eligible for the SECC.
4. Federations may include a composite grouping of their member charities by focus area; however, each participating charity of the composite group must be approved by the SECC through the formal application process OR the federation must certify that all charities represented in the focus areas qualify under SECC Eligibility Criteria. Federations must also further certify that they have read and fully understand the eligibility requirements for independent charities as set forth in SECC policy.
5. To be considered as a Federation, the entity must have a minimum of five (5) member charities.
6. Any proposed changes to Eligibility Requirements must be presented in writing to the Steering Committee and then recommended to the Executive Policy Committee. Proposed changes, if adopted, would be implemented in future campaigns. No changes will be implemented during an on-going campaign unless deemed absolutely necessary and non-disruptive to the on-going campaign.
7. Federations and Independent Charities may not engage in direct solicitation with State employees. All communications to State employees must come through the SECC office.

### **C. Eligibility Standards and Requirements**

To be eligible for SECC participation an independent charity, federation or its member charities shall:

1. Be an entity primarily providing or comprised of direct health and human services, environmental services, and/or historical preservation services. An applying charity shall establish that these services represent fundamental and significant roles for the charity. The EPC and ED will confirm this prior to adding or retaining the charity on the list of participating organizations.
  - a. Health services are defined as physical health or behavioral health.
  - b. Human services are defined as basic needs, developmental, emergency assistance, educational or other direct services that help families and individuals.
  - c. Environmental services are defined as those that protect and enhance public health and the environment.
  - d. Historical services are defined as those that promote Arizona's heritage.
2. Be directed by an active Board of Directors, which meets regularly and the majority of whose members serve without compensation.
3. Adopt and employ the Standards of Accounting and Financial Reporting for Voluntary non-profit Organizations in accordance with Generally Accepted Accounting Principles (GAAP). Prepare and make available to the general public, and to the Chairman, Director and the Executive Policy Committee Members, an annual financial report prepared in accordance with these standards.
4. All charities, regardless of IRS rules must submit a signed IRS Form 990. Organizations with revenue in excess of \$250,000 must also provide a copy of a certified public accountant's audit opinion relating to the financial statements.
5. Provide accurate budget information which is used for fundraising and administrative expenses;
  - a. The SECC shall not allow for immediate inclusion of any independent charity which has administrative costs in excess of 25%.
  - b. The SECC shall not allow for immediate inclusion of any federation member charity which has combined administrative costs in excess of 25%. Combined administrative costs include any deductions from contributions taken at the federation level plus their administrative costs as reflected on their IRS Form 990. Charities will be required to send in an explanation of administrative costs in excess of 25%.
  - c. The SECC Executive Policy Committee reserves the right to approve exceptions to 5a and 5b on a case by case basis. A charity cannot be granted an exception for 2 consecutive years.
6. Charities that have not received any funding by the SECC and State employees for three consecutive years shall not be included for the SECC campaign for at least one year. Subsequent readmission into the SECC as an eligible charity may be

considered by the SECC Executive Policy Committee on a case by case basis, subject to evidence of State employee interest in the particular charity being readmitted.

7. Ensure that its publicity and promotional activities are based upon its actual program and operations, are truthful and non-deceptive, and include all material facts relative to the cause the organization represents.
8. Verify that its publicity and promotional activities assure protection against unauthorized use of its contributor list; permit no payment of commissions; kickbacks, finder's fees, percentages, bonuses or overrides for fundraising; and permit no paid telephone solicitation of the public.
9. Demonstrate a direct and substantial presence in the local community. This is defined as an organization that has a staffed facility, office, or portion of a residence located in Arizona, and is dedicated to that organization and makes its services or benefits available to members of the Arizona community. (International or National level charities shall be exempt from compliance with this requirement.)
10. Be registered to solicit funds from the public in the State of Arizona through the Arizona Secretary of State's Office.
11. Have a policy and demonstrate a practice of non-discrimination on the basis of race, color, religion, sex, age, national origin or physical or mental disability to persons who are served, to staff employment and to membership of the governing board. The policy must be Board-approved, in written form and available upon request to the SECC.
12. Be constituent charities which are organized along religious lines or which are organized to serve persons of a specific gender or ethnicity. Such charities may nevertheless meet eligibility requirements if a bonafide purpose of organizing along such lines can be shown. Compliance with the Arizona Civil Rights Law (Title 41, Chapter 9) shall be deemed as compliant with this section.
13. Must be in existence and in possession of IRS 501(c)(3) tax exempt status for a minimum of three years.
14. Must provide a Federal EIN/Tax ID number. This will ensure verification of IRS status to be identified as a business entity. This will also verify that you are in compliance with the Federal Patriot Act.

#### **D. Time and Place of Filing**

Applications shall be available from the SECC Applications Sub-Committee preceding each annual campaign. Applications must be submitted by the published deadline directly to the Application Sub-Committee Chairman.

#### **E. The Application Approval Process**

The Executive Director, Applications Sub-Committee, and/or the Steering Committee shall use the information filed with the charity's application and derived from other resources to pre-screen charity compliance with the SECC eligibility requirements. Eligibility in any other campaign will not be a determination of eligibility with the SECC. The Applications



Sub-Committee will make recommendations to the EPC for final charity approval for inclusion in the SECC.

#### **F. Notification**

The Applications Sub-Committee or ED shall notify all applicants of their acceptance or denial of participation in the SECC via email. In the case of denial, reasons for denying their application will be stated. An organization may appeal a denial within ten (10) business days by providing in email the reason for its appeal and providing any additional supporting documentation which may clarify its compliance with the criteria in question. The 10 working days begins on the day in which the denial email was sent. Email address delivery will be based on the email that was provided with the initial charity application. A record of the denial email and screenprint will be kept on file.

The Director's decision, which shall be final, shall be provided within 10 business days after the appeal has been filed. This decision will not prohibit the charity from reapplying to any future SECC.

An organization shall remain eligible for the SECC for one (1) year, unless the organization no longer remains in compliance with the SECC eligibility criteria. Upon receipt of information of a charity's ineligibility, the Director may render that charity ineligible for participation in the SECC for the current year.

#### **G. Form and Content of Application**

Applications shall include the following information, documents and data specified:

1. Corporate name and fiscal year.
2. A copy of the IRS determination letter of tax exempt status under the United States Internal Revenue Code 26 U.S.C. § 501(c)(3) and to which contributions are tax deductible pursuant to the United States Internal Revenue Code 26 U.S.C. § 170.
3. Origin, purpose and structure of the organization, including information to show that the health and/or human service, human service, environmental and historical preservation charity meets the general and specific requirements of these regulations.
4. In the case of service providing federations, a list of member charities and their addresses in alphabetical order.
5. Outline of the charity's program, particularly the nature of the direct services provided by the charity.
6. List of the current Board members' names, addresses and business or profession.
7. All organizations reporting annual revenues in excess of \$250,000, must submit financial statements certified by an independent public accountant of compliance with the Generally Accepted Accounting Principles (GAAP).
8. All organizations reporting annual revenues less than \$250,000 must submit financial statements and self-certify compliance with GAAP.
9. An adverse audit may result in an organization's exclusion from the SECC campaign for at least one year.

10. Documentation of compliance with all eligibility standards set forth in this section.
11. Copy of the latest annual report (within the past 12 months or most recent fiscal year). The fiscal year reported must match the IRS Form 990 time period.
12. Email address
13. Three digital pictures of services provided or clients for whom services have been provided that can be used in our campaign.
14. Two specific success stories comprised of direct health and human service, environmental and historical preservation services provided by your charity.
15. Any other documentation deemed necessary by the applications committee.
16. All charities, regardless of IRS rules must submit a signed IRS Form 990.
17. Must provide a federal EIN/Tax ID number.

## **V. Administrative Roles and Responsibilities**

### **A. Director of the Department of Administration**

The Director is responsible for oversight in assuring statewide compliance with these policies and procedures and with the overall direction and management of the administrative resources assigned to the SECC as well as aid in the operation of an efficient and successful campaign as needed.

Specifically, the Director or his designee shall:

1. Appoint in January of each campaign year Regional Coordinators as appropriate.
2. Administer the SECC pursuant to the requirements herein.
3. Chair the Executive Policy Committee.
4. Oversee the Executive Director, review and evaluate performance annually.

### **B. Executive Policy Committee (EPC)**

The EPC is primarily responsible for policy development and interpretation and appointing the SECC ED, RCs, Steering Committee Representatives and/or Agency Coordinators.

Specifically EPC members shall:

1. Attend meetings of the Executive Policy Committee.
2. Establish the goals of the campaign, which may cover financial, participation, Supergiver and Leadership Givers, as the EPC may deem appropriate.
3. Approve all policies and procedures that govern the SECC.
4. Conduct final review and approval of all eligibility decisions pursuant to Section IV.

### **C. Executive Director**

The Executive Director's primary responsibilities are to oversee the Steering Committee, serve as campaign spokesperson and act as liaison to all Department Coordinators and the EPC. Specifically, the ED shall:

1. Oversee and administer the duties of the SECC Steering Committee which includes preparing meeting notices, agendas, handout materials, briefing the Chairman as needed and participating in the meetings with appropriate presentations.
2. Convene the SECC Steering Committee to discuss and develop recommendations on issues such as campaign improvement, charity application process, design of campaign theme, materials and establishment of timelines.
3. Consult with representatives from national and international organizations affiliated with the SECC as needed.
4. Oversee the charity application screening process.
5. Assure that SECC timelines are met.
6. Consult on all campaign related events and activities including the kick-off and celebration events.
7. Participate as needed with the committee that creates and implements the media plan under advisement of the Steering Committee and EPC for the annual SECC.
8. Serve as the primary contact for resolving campaign related issues and problems.
9. Serve as spokesperson(s) for the campaign. This includes representing the SECC at media presentations, meetings with the SECC Fiscal Agent, State agency meetings and kick-off and celebration events.
10. Oversee the design, through the SECC Steering Committee, and arrange for the production and distribution of the annual campaign brochures, posters, pledge cards and any other material to be used in the SECC.
11. Oversee the production of the campaign marketing materials.
12. Draft correspondence for the campaign Chairman, Vice Chairman, ED, Steering Committee and any Executive Policy Committee member related to the SECC.
13. Coordinate all Agency Director visits with the Director, ED, respective agency coordinators and Fiscal Agent representatives.
14. Advise Executive Policy Committee on establishment of goals.
15. In the event that the State Chairman or Co-Chairman are unavailable, act as liaison to the media about overall campaign performance.
16. Act as main distribution site for all campaign materials.
17. Develop and maintain Executive Policy Committee, State agency coordinator and steering committee contact lists.
18. Supervise SECC staff and volunteers.
19. Coordinate all Steering Committee meetings, including coordinating meeting rooms, refreshments, copies of materials, equipment as needed, and taking of minutes.

**D. State Finance Manager**

The Campaign Finance Manager's primary role is to manage the SECC campaign financial processes and to provide the necessary support throughout the campaign to the ED and Steering Committee. Specifically, the Finance Manager shall:

1. Develop and maintain the financial procedures including but not limited to procedures for processing and tracking contributions and expenditures to the campaign.
2. Coordinate with the Fiscal Agent and advise the Director and ED on authorizing any campaign expenditures.
3. Serve as a member of the SECC Steering Committee.
4. Serve as member of any sub-committee, as needed.
5. Assist in developing the SECC timelines with the ED and Steering Committee.
6. Participate as necessary with the training sub-committee that conducts all training sessions for Agency Coordinators, Local Coordinators and Loaned Executives.

**E. State Employees Charitable Campaign Steering Committee**

The committee (including regional coordinators) which numbers no less than 13, drawn from representatives from EPC agencies and other agencies, which serve at the invitation of and the discretion of the EPC Directors. Primary function is to provide input and perspective in the direction of the SECC, and assist in the overall management of the campaign. This organization shall take the leadership role in managing the sub-committees of the SECC.

Specifically, members of this committee shall:

- Attend Steering Committee meetings.
- Analyze previous year's campaign to identify potential Pacesetter Agencies and Agencies that need assistance with their campaigns.
- Participate on at least one sub-committee, assist in recruitment of potential sub-committee members and complete tasks in a timely fashion relative to the overall campaign timeline. Suggested sub-committees are:
  - Celebrations/Special Events
  - Trainings/Kickoffs
  - Charity Applications/Policy Updates
  - Marketing/Website/Media/Video
  - Awards/Incentives/Recognition/Leadership Giving/Prize Solicitation
  - Tours/Speakers
- 4. Assist in obtaining information from agency coordinators as to the structure of the agency.
- 5. Assist in distributing campaign materials.

6. Discuss and establish awards and incentives for the campaign, if appropriate.
7. Make recommendations pertinent to the campaign to the EPC based on the sub-committee as defined in Part V, Section E-3.